

**Programmatic Approaches Subcommittee: Recommended Guidelines
for the Development, Implementation and Evaluation For Secure Juvenile
Facility**

Subcommittee Members:

Alex Escarcega
Dr. Walter Broadnax
Charles Miller
Eugene Kinlow
Father Russell Dillard

TABLE OF CONTENTS

INTRODUCTION	3
ADMINISTRATION	5
FISCAL MANAGEMENT	6
PERSONNEL	7
STAFFING PATTERNS	11
TRAINING	11
FACILITY	12
LIFE SAFETY	13
ELECTRICAL SAFETY	14
TOXIC, CAUSTIC, AND FLAMMABLE MATERIALS	15
PEST CONTROL	16
SANITATION AND HYGIENE	16
SECURITY AND CONTROL	17
SUPERVISION OF JUVENILE OFFENDERS	19
JUVENILE OFFENDER DISCIPLINE	19
ADMINISTRATIVE REMEDY PROCEDURES	22
REFERRAL AND INTAKE PROCESSING	23
SERVICES	23
JUVENILE OFFENDER RIGHTS	26
CASE MANAGEMENT	27
PROGRAMMING OF JUVENILES	29
RECORDS AND REPORTS	34
ESCAPES, DEATHS, AND SIGNIFICANT INCIDENTS	35
RELEASE FROM SERVICE OF SENTENCE	35
SEXUAL ABUSE/ASSAULT PREVENTION AND INTERVENTION	35
JUVENILES UNDER SUPERVISION	36
RESEARCH AND EVALUATION	36
INSPECTIONS	36

- YSA staff should document and maintain records of activities involving mentors, volunteers and volunteer groups. Information pertaining to activities and volunteer hours should be incorporated into a monthly summary report.
- C. YSA should make reference to **Part 1, Section C, American Correctional Association Standards for Juvenile Training Schools**, as the basis for providing written policies and procedures in the area of personnel. This includes, but is not limited to the following:
- Employee job descriptions, including title, experience and education requirements
 - Employee Equal Opportunity
 - Employee records and evaluations
 - Employee standards of conduct
 - Employee conditions for probationary and permanent employment
 - Employee recruitment and retention plan
 - Employee grievance process
 - Employee orientation and training
 - Employee screening and background
- D. It is to be the responsibility of the contractor to ensure that the facility's Chief Executive/Director possesses, at the very minimum, a baccalaureate degree in social or behavioral science with at least five years experience in the juvenile justice system, three years of which should be in a management position. The contractor is also responsible for identifying all key personnel with the following conditions:
- Key personnel should be full-time employees
 - Key personnel should include the Chief Executive Officer/Facility Director, Assistant Director, the School Principal, the Food Service Manager, and the Director of Psychology.
 - Key personnel should include at least one security supervisor
 - Key personnel should include at least one casework supervisor
 - Employees should possess a Social Security Card approved by the United States Social Security Administration and be a United States Citizen or lawful permanent resident.
- E. **STANDARDS OF CONDUCT.** YSA should develop written policy, procedures and practice, subsequently referred to as the Standards of Conduct, on employee conduct, ethics and responsibility. YSA should notify employees of the Standards of Conduct and document this notification in their personnel files.

YSA should require all employees to sign an acknowledgment that they have received and understand the Standards of Conduct and should cooperate fully by providing all pertinent information which they may have with any investigative authority. Full cooperation means

INTRODUCTION

A. BACKGROUND

The Programmatic Approaches Subcommittee recommends performance requirements for the comprehensive management and operation of a secure juvenile correctional facility by the Youth Services Administration (YSA). Youth Services Administration is responsible for ensuring the safety, care, security, control, accountability and custody of juvenile offenders.

B. OBJECTIVE

The objective of Youth Services Administration is to provide rehabilitation and accountability for DC juvenile offenders in a secure setting and providing for public protection through a system of written policies, procedures, and practices that are based on recognized juvenile correctional practices.

The District of Columbia is **not** the legal guardian of juveniles in these facilities. Guardianship remains with the parents or legal guardian, unless otherwise ordered by the Court.

C. EXPLANATION OF TERMS

1. **Youth Services Administration (YSA):** A component of the Department of Human Services, providing high quality correctional services to confined juvenile offenders, through a well-managed, varied network of secure and community-based programs.

Youth Services Administration will oversee the performance of community contract facilities through routine contact, correspondence review, announced and unannounced on-site monitoring, and technical assistance visits. In order to serve youth in the District of Columbia, YSA works with :

- DC Superior Court
- Metropolitan Police Department
- Office of Corporation Counsel
- Communities and community-based service providers

2. **Facility:** The correctional institution in which YSA houses offenders, also referred to as detention center, law enforcement center, training school, correctional center, etc.

3. **Juvenile Offender:** The terms "juvenile," "juvenile offender," "juvenile resident," "student," and "resident" are used interchangeably and are considered synonymous.

American Correctional Association (ACA) requires, No juvenile committed, whether pursuant to an adjudication of delinquency or conviction for an offense, to the custody of a Juvenile Correctional System may be placed or retained in an adult jail or correctional institution in which he has regular contact with adults incarcerated because they have been convicted of a crime or are awaiting trial on criminal charges. Secure and community-based facilities are both considered to be correctional facilities.

4. **Types of Offenders:**

- a. **Transfers from Other Secure Juvenile Facilities:** These juveniles are committed to the custody of the Juvenile Correctional System. They have served a portion of their sentence in another juvenile facility.
- b. **Direct Court Commitments:** These offenders are recommended by court to serve their term of confinement in the facility.
- c. **Probationers:** Offenders that are required to reside in and adhere to program requirements of the facility as a condition of probation for the time specified by the Court.

D. **SCOPE OF WORK**

YSA should provide the necessary facilities, equipment, personnel and staff training that will satisfy the delivery of services requirements outlined in this Programmatic Approaches Subcommittee. YSA must ensure that programs are conducive to the rehabilitative needs of male and/or female juveniles and do not compromise requirements to maintain sight and sound separation from adult offender populations.

YSA should develop written operational policies and procedures that adhere to accepted juvenile specific correctional practices as determined by ACA standards.

If not already accredited by the American Correctional Association (ACA), YSA must obtain ACA accreditation.

ADMINISTRATION

It is the responsibility of YSA to maintain current documentation to substantiate that the requirements in this Programmatic Approaches Subcommittee are met.

- A. YSA is to provide authorization for the establishment of the facility. Such statute provides the legal framework within which the facility's administrative structure, philosophy and policies are developed, as well as the basis for assessing performance and identifying needed changes in organization. This is to include a written mission statement and organizational chart.
- B. YSA should have a current Operations Manual containing written policies and procedures which will be accessible to all staff. It is the responsibility of YSA to update the Operations Manual and ensure that staff review this manual on an annual basis. In addition to written policies and procedures, the Operations Manual should explain the systems used by the Chief Executive Officer (or other designated decision-maker) to ensure compliance. This includes, but is not limited to the following:
 - The system(s) used to review and update all policies, procedures and programs annually.
 - The system(s) used to monitor, inspect, review and implement corrective actions as deemed necessary in the course of operating a facility for juvenile offenders.
 - The system(s) used to disseminate updated information to appropriate staff and administrators regarding policy changes, as deemed necessary.
 - The system(s) used to disseminate pertinent information to juvenile offenders, parents, legal guardians, or other custodians. Communication should be in the language of the approved parties, including the juvenile.
 - The system(s) used to encourage positive contact with the general public, while still preserving the offender's privacy and the facility's safe and secure environment.
 - The system(s) used to conduct internal annual operational audits, with written findings and corrective action plans.
- C. YSA must conform to all applicable zoning ordinances, and building, sanitation, health, and fire codes. Documentation will be made available to confirm adherence.
- D. YSA should identified staff members attend and participate in meetings, training sessions, monitoring visits and conferences.

FISCAL MANAGEMENT

It is the responsibility of YSA to ensure that written policies and procedures are developed, implemented and monitored in the area of FACILITY FISCAL MANAGEMENT. YSA is to reference to **Part 1, Section B, American Correctional Association Standards for Juvenile Training Schools.**

- A. It is also the responsibility of YSA to maintain complete and accurate documentation of all financial transactions. Written policies and procedures should also include audits of all facility financial operations to include the following requirements:
 - 1. A system(s) for maintaining an accurate account of facility expenditures, Commissary Operations procurements, Juvenile Trust Fund, or other special funds.
 - 2. A system to ensure YSA or designated "Certifying Officer" certifies the accuracy of all financial invoices before submitting them to the proper department. A statement certifying that services have been rendered should be included along with the invoice.
 - 3. On a monthly basis, by the tenth working day of the month, YSA must submit **Voucher for Purchases and Services**, for reimbursement of approved expenditures for the following services provided to juvenile offenders, such as:
 - A. **Release Gratuity, Transportation, and Clothing.** YSA should provide an itemized listing of the release gratuity, transportation, and clothing to the Proper department for approval prior to issuance.
 - B. **Staff Supervision for Hospitalized Juvenile Offenders.** YSA should be financially responsible for providing all staff supervision as necessary for offenders.
 - C. **Medical Services.** Requests for routine medical care for juveniles in the custody of YSA are to be itemized and approved by the Proper department Prior service.
- B. Emergency medical and psychiatric care should be provided immediately to preserve the life and health of the juvenile.
- C. A medical voucher will be prepared listing the health care providers and total amount due to each vendor. The voucher will list alphabetically the name, register number, treatment rendered, date of service, and a total amount billed, for each juvenile offender. Original invoices from the health care provider should be attached to the medical voucher. A statement certifying accuracy of the medical voucher is to be signed by the appropriate

facility "Certifying Officer" at the bottom of the Medical Voucher. A complete copy of all documentation as a secondary attachment to the voucher should be included, along with an original signature for invoice certification.

- D. YSA will be responsible for providing each juvenile with a complete physical examination within 14 days of arrival at the facility.

PERSONNEL

All DC juvenile offenders in secure placements must benefit from Direct Supervision. It is the responsibility of YSA to provide supervision for all sentenced juveniles in custody, 24 hours a day, seven days a week, 12 months a year. The contractor should reference the **Part 1, Section C and G, American Correctional Association Standards for Juvenile Training Schools.**

- A. YSA should have written personnel policies and a management system that are consistent with the juvenile justice system's philosophy of rehabilitation.
- B. The services required in this Programmatic Approaches Subcommittee should be performed by paid staff who have been properly screened and trained prior to having contact with juvenile offenders. In addition to paid staff, the DC requires YSA to follow the ACA Standards on the use of unpaid individuals, such as mentors and/or volunteers. Where appropriate, mentors should be utilized to work one-on-one with juveniles in achieving program goals. Similar functions may be provided to groups of juveniles by individual volunteers and volunteer groups. However, mentors and volunteers will not be used in lieu of direct supervision staff.
- Juvenile mentors, individual volunteers and volunteer groups play a very important role in the rehabilitative process for juvenile offenders. Therefore, written policies and procedures are required to address recruitment, screening, background checks, and provisions for providing orientation and training to mentors and volunteers prior to their contact with juvenile offenders. Written policies and procedures should also require that mentors, volunteers, or volunteer groups provide services under the direction and guidance of paid facility staff members, not have contact with juveniles outside the secure facility except in their official capacity, and have no access to confidential juvenile files.
 - The utilization of diverse cultural, spiritual, and educational groups, choirs, motivational speakers and positive role models is encouraged.
 - YSA should have a written "Volunteer Manual" and a "Mentor Manual" which should be accessible to each mentor, volunteer, and volunteer group.

and requires truthfully responding to all questions and providing a signed affidavit, if requested.

YSA should also document this acknowledgment in each employee's personnel file.

At a minimum, YSA should include in the "Standards of Conduct" the following:

- Employees must conduct themselves professionally and in a manner that creates and maintains respect for the Department of YSA and DC. Government.
- Employees must avoid any action that might result in, or create the appearance of, adversely affecting the confidence of the public in the integrity of the DC. Government.
- Employees must uphold the ethical rules governing their professions, including complying with applicable licensing authority rules.
- Employees must not use or possess illegal drugs or narcotics. They must not abuse any drugs or narcotics. Use of alcoholic beverages or being under the influence of alcohol while on duty, present in the facility, or immediately before reporting for duty is prohibited. An employee while on duty or in the facility is considered to be under the influence of alcohol if their blood alcohol content level is 0.02 percent or greater.
- Employees must not allow themselves to show partiality toward, or become emotionally, physically, sexually, or financially involved with juvenile offenders, former offenders, or the families of offenders or former offenders. Chaplains, psychologists, and psychiatrists may continue a previously established therapeutic relationship with a former offender in accordance with their respective codes of professional conduct and responsibility.
- Employees must not engage in, or allow another person to engage in, sexual behavior with a juvenile offender. Regardless of whether force is used or threatened, there can be no consensual sex between employees and offenders.
- Employees must not offer or give to an offender or a former offender or any member of his or her family, or to any person known to be associated with an offender or former offender, any article, favor, or service, which is not authorized in the performance of the employee's duties. Employees must not accept any gift, personal service, or favor from an offender or former offender or from anyone known to be associated with or related to an offender or former offender. This prohibition includes becoming involved with families or associates of any offender.

- Employees must not show favoritism or give preferential treatment to one juvenile offender, or a group of offenders, over another.
 - Employees must not use profane, obscene, or otherwise abusive language when communicating with juvenile offenders, fellow employees, or others. Employees must conduct themselves in a manner that is not demeaning to offenders or fellow employees.
 - Employees must remain fully alert and attentive during duty hours.
 - Employees must not have any outside contact with an offender, ex-offender, offender's family or close associates, for a period of one year from the last day of the offender's sentence or supervision, whichever is later, except those activities that are an approved, integral part of the facility program and a part of the employee's job description.
 - Employees must not engage in any conduct that is criminal in nature or which would bring discredit upon the department of YSA and DC Government. Employees' conduct must be above reproach. It is expected that employees must obey, not only the letter of the law, but also the spirit of the law while engaged in personal or official activities. Should an employee be charged with, arrested for, or convicted of any felony or misdemeanor, that employee must immediately inform and provide a written report to the facility director.
 - Employees must not use brutality, physical violence, or intimidation toward juvenile offenders.
 - Employees must not possess lethal weapons or weapons which may inflict personal injury in the facility or while on duty.
- F. YSA must vouch potential employees through reference and employment checks. YSA must notify proposed employees that a National Crime Information Center/National Law Enforcement Telecommunication System (NCIC/NLETS), fingerprint criminal records and other appropriate background checks will be processed by the department of YSA to verify employment applications. Prospective employees may not begin working with juveniles prior to the initial and annual NCIC/NLETS clearance from YSA. The granting of full approval of an employee will not occur until YSA receives a response from the fingerprint or other background checks. YSA must not employ any person under supervision or jurisdiction of any parole, probation or correctional authority.
- G. It is the responsibility of the department of YSA to provide a safe environment for all employees and juveniles in custody. YSA must comply with all provisions of the **Convict Labor Act**, and of **Title VII of the Civil Rights Act of 1964, as amended**.

STAFFING PATTERNS

Recognizing that there are differences between adult and juvenile staffing patterns, YSA is to provide written policies, procedures and plan that clearly define the system(s) to ensure that all juvenile offenders in custody are supervised, 24 hours a day, seven days a week, twelve months a year. The staffing relief factor should be included in this plan and should ensure, at the very minimum, one direct supervision staff per eight juveniles during waking hours and one direct supervision staff per 16 juveniles during sleeping hours. YSA's Operations Manual should include:

- Direct supervision staff to juvenile offender ratio for each shift
- Key personnel responsible for maintaining adequate staffing for each shift
- Case manager to juvenile offender ratio
- Organizational chart outlining all department heads and their areas of responsibility

YSA should ensure that administrative, clerical, maintenance or other paid staff, whose primary function is not to provide direct supervision to juvenile offenders, are not included in the overall staffing pattern.

TRAINING

YSA should provide written policies and procedures that clearly describe the facility's staff development and training program for all paid employees including administrators, administrative staff, support staff and direct supervision staff. Reference is made to **Part 1, Section D, American Correctional Association Standards for Juvenile Training Schools** as a guide.

- A. YSA's staff development and training program should be designed to satisfactorily meet YSA's mission and goals of ensuring that each juvenile offender in custody receives quality programming from qualified and properly trained staff, in an environment conducive to rehabilitation. YSA's staff development and training program should be culturally- and gender-sensitive, and should focus on issues unique to the juvenile offender population.
- B. YSA should maintain a training manual at the facility that documents the credentials and qualifications of all trainers. At the very minimum, the contractor is to ensure that each new employee receive 40 documented hours of pre service training. A copy of the curriculum should be kept on file and subject to review by senior management.
- C. YSA should also submit a plan for providing annual training to all paid staff. The training should enhance the employee's ability to perform their responsibilities. At the very minimum, YSA is to provide clerical and support staff with 16 hours of annual training each year. Direct supervision staff should receive, at the very minimum 24 hours of annual

training. YSA is responsible for developing the training agenda according to need. The following training topics be included during annual training:

- CPR/First Aid
 - Emergency Fire Evacuation
 - Suicide Prevention and Intervention
 - Use of Force Policies
 - Sexual Abuse and Prevention
 - Mental Health Awareness
- D. YSA should provide written policies and procedures and a plan outlining the potential use of **Physical, Mechanical and other mental health interventions, with special emphasis on Suicide interventions**. These policies and procedures should be consistent with good judgement and sound correctional practices. The contractor is to reference **Part 3, Section A of the American Correctional Association Standards for Juvenile Training Schools**.
- E. It is the responsibility of the of department of YSA to ensure that direct supervision staff are properly trained in crisis assessment skills, crisis intervention, and communication skills. Such training, including the use of **Physical, Mechanical, Chemical and Suicide Interventions** is to be provided prior to an employee's contact with a juvenile offender. YSA's policies and procedures are to identify the types of interventions allowed, person(s) authorized to use such interventions and circumstances that may prompt such use.
- F. YSA must have a system in place for documenting and informing the Office of the Deputy Mayor for Children and Family Services of all incidents involving **Physical, Mechanical and Suicide Interventions**.
- G. YSA should create a comprehensive Juvenile Suicide Prevention and Intervention Policy. The policy and procedures should be reviewed and approved by a licensed mental health professional.
- H. YSA should have on file a copy of **The Civil Rights of Institutionalized Person's Act (CRIPA)**. It is the responsibility of the department of YSA to make these materials available to all key personnel and other staff, as deemed necessary.

FACILITY

The DC's requirements for juvenile housing under this Programmatic Approaches Subcommittee are consistent with **Part 2, Section C, American Correctional Association Standards for Juvenile Training Schools**. Therefore, YSA should reference this section and submit a plan for meeting

these requirements. In addition to meeting applicable federal and DC building codes, the plan should address the following:

- Appropriate square footage for living units, sleeping areas, and day rooms
 - Air conditioning
 - Temperature control
 - Lighting
 - Acoustics
 - Furnishings
 - Wash Basins
 - Showers
 - Secure storage space
 - Housing for the handicapped
 - Special Management Housing
- A. Requirements for utilization of **Special Management Housing** will be addressed later in this Programmatic Approaches Subcommittee. However, in cases where the facility houses female and male juvenile offenders, YSA should submit a plan addressing coeducational activities, and separate sleeping areas.
- B. The facility should dedicate indoor and outdoor space for recreation, and structured activities to be utilized by all juvenile offenders, male and female.

LIFE SAFETY

YSA must ensure that requirements in the area of life safety are met at all times. In conjunction with the **Occupational Safety and Health Act of 1970, all codes and regulations associated with 29 CFR 1910 and 1926, and Part 3, Section B, American Correctional Association Standards for Juvenile Training Schools.**

- YSA must ensure that the facility is inspected in accordance with local and DC fire building codes by a representative of the local or DC authority having jurisdiction.
- YSA should establish a comprehensive Environmental/Pollution Prevention Program designed to use source reduction techniques and sound recycling practices in accordance with local ordinances. If there are no local ordinances in place, YSA should develop an Environmental Awareness Program available to all juveniles.

ELECTRICAL SAFETY

The National Electric Code and General Industry Standards (OSHA 1910.304) will be the measure used to assess compliance with electrical standards. It is important for YSA to acknowledge the following:

- A. Ground Fault Circuit Interrupters (GFCIs) are to be required on all 110 Volt, single phase outlets in the laundry facility if the washing machines are exposed to the weather or wet areas. In addition, if laundry areas have a water source (utilities sink) within six feet of receptacles, these receptacles are required to be protected.
 - GFCI wiring must be 14 gauge with ground. Standard wiring is usually 12 gauge with ground.
- B. Electrical panel box covers must contain an accurate, up-to-date directory. The means of disconnecting electrical equipment must be marked as to its use, unless readily apparent.
- C. Extension cords must not be used in lieu of hard or permanent wiring.
- D. Wiring/receptacles must be grounded - no obsolete 2-wire outlets may be used, unless approved by the YSA.
- E. Floor space heaters and hot water "stringers" are considered unsafe from the standpoint of fire safety and must not be permitted.
- F. Guard grids on oscillating or floor fans cannot exceed .625 centimeter (1/4") for safety reasons.
- G. The following electrical safety standards must apply:
 - 1. Damaged or frayed wiring cannot be taped or spliced.
 - 2. Empty light fixture or fuse sockets, wiring, etc., may not be exposed or unprotected. Missing knock-outs, circuit breakers, or other openings in electrical equipment must be effectively enclosed to prevent exposure to live or energized ports.
 - 3. The use of multi-outlet electrical adapter plugs is prohibited.
 - 4. Damaged plate covers, switches, outlets, etc., must be replaced.
 - 5. The use of electrical tape to repair cut or damaged cords or cables is prohibited. Cords and cables must be effectively repaired by the proper means (i.e., use of heat shrink tubing, reinstallation of cords or cables to equipment, etc.).

TOXIC, CAUSTIC, AND FLAMMABLE MATERIALS

YSA must establish a written program for the storage, issuance, handling, and accountability of flammable liquids, hazardous chemicals, toxic, and caustic materials used within the facility. Reference is made to **Part 3, Section B, American Correctional Association Standards for Juvenile Training Schools** and the **Environmental Protection Agency (EPA) and General Industry Standards (OSHA 29 CFR 1910)** for guidance and direction.

All personnel must be trained in the proper handling and use of all toxic, caustic, and flammable materials within two weeks of their initial employment, or whenever a new hazard is introduced into their work area. Toxic, caustic, and flammable materials are defined as those having "signal words" such as POISON, DANGER, and/or WARNING on the label. Such materials require special handling, control, and accountability. All training is to be documented for compliance. YSA is to acknowledge:

- A. Flammable materials such as gasoline, kerosene, and paint thinner are to be stored outside of the main structure or in approved Department of Transportation safety containers located within the facility. Flammable materials are classified as a Class I material having a flash point of -17.8 - 37.8 degrees Celsius (0-100 degrees Fahrenheit).
- B. Toxic, caustic, and flammable materials may not be stored in sleeping rooms, furnace areas, kitchens, or in close proximity to stored foodstuff.
- C. Materials are to be properly labeled, stored in the original container, and maintained in a secure area. Concentrated materials may be used by the general population once the product has been diluted. The container is to be labeled and marked "Diluted."
- D. Inventory cards or an approved method of accountability must be maintained on all toxic, caustic, and flammable materials.
- E. Propane gas and other pressurized cylinders, both full and empty, are to be strapped, chained or stored in the upright position.
- F. Aerosol containers are considered pressurized cylinders. They need to be controlled and accountability maintained.
- G. The "Right-to-Know-Law" requires that Material Safety Data Sheets (MSDS) be maintained on all toxic, caustic, and flammable materials. These data sheets will list the characteristics and chemistry of the product, flash point, and first aid antidote in case of ingestion or exposure.
- H. Personal protective clothing is to be furnished and utilized in accordance with the MSDS.

PEST CONTROL

The EPA has set standards for pesticide handling and use. These include such areas as record keeping, storage and disposal procedures, filling and mixing methods, etc. All of the standards are designed to help make pesticide use safer for people and the environment.

DC laws also govern pesticide use. Both federal and DC laws and regulations apply to any person using pesticides within a DC. In some cases, it may be feasible for YSA to contract these services through a licensed exterminator. However, the best method of pest control is the establishment and maintenance of good housekeeping practices.

- A. YSA must provide for vermin and pest control and disposal.
- B. Proper control and accountability of pesticides and rodenticide is to be maintained.
 - Pesticides are to be stored in a cool, dry, and well- ventilated room which can be secured and locked. All pesticides are to be stored in their original containers bearing the proper label of the ingredients.
 - All empty pesticide containers are to be triple rinsed prior to the disposal of the container. Disposable aerosol containers are not to have any "charge" remaining in them at the time of their disposal.
- C. Screens on all open windows within food preparation and dining areas are to be in place and in good condition.
- D. Trash and garbage removal is required. Containers and collecting areas are to be free of accumulated trash and debris.

SANITATION AND HYGIENE

The department of YSA's requirements for Sanitation and Hygiene are consistent with **Part 4, Section B, American Correctional Association Standards for Juvenile Training Schools**. YSA should reference this section and submit policies and procedures that address, at the very minimum, the following:

1. Weekly facility sanitation inspections.
2. Yearly inspection by local sanitation and health officials.
3. A housekeeping plan for all areas of the facility outlining responsibilities for staff and juveniles.

4. Vermin and pest control plan.
5. Hair care service that is culturally-sensitive, while also considering the security requirements of the facility. Such service should be provided in a separate area for hygiene reasons.
6. Plan for the lawful disposal of liquid and solid waste.
7. Plan that will provide for the issuance and accountability of suitable, clean bedding and towels for each juvenile. This includes protective clothing for juveniles participating in work assignments.

YSA is to provide documentation that the facility's potable water source and supply, whether owned and operated by the public water department or the facility, is certified by an independent, outside source to be in compliance with jurisdictional laws and regulations.

SECURITY AND CONTROL

YSA's policies and procedures related to facility security and control are to be written and included as part of the facility's Operations Manual. Reference is made to **Part 3, Section A, American Correctional Association Standards for Juvenile Training Schools** as a guide.

- A. YSA is to ensure that the facility's perimeter is controlled by an appropriate means to ensure that juvenile offenders remain within the perimeter and to prevent access by the general public without the appropriate authorization. YSA is to maintain man barrier wire on the perimeter fence(s). Perimeter security may be enhanced by electronic surveillance, but should not be considered a substitute for direct supervision of juveniles.
- B. YSA should provide a central control, staffed 24 hours a day, seven days a week, twelve months a year. The Control Room will maintain all communication, key and lock control, and security aspects of the facility. The area will be the focal point of the facility to maintain order and security. Juvenile offenders will not be permitted in this area. Entrance and exit to the facility is to be by sally-port arrangement.
- C. YSA should provide written policies and procedures for regulating and accounting for juvenile offender movement. A current and accurate headcount will be available at all times.
- D. YSA should have written policies and procedures to ensure that the facility has a system in place for videotaping all physical restraints of juveniles. All incidents of physical and mechanical restraint will be documented on an incident report. In addition to reviewing the

incident report, YSA staff may also request the videotape for review. Videotapes of physical restraints should be kept on file for one year.

- E. Regardless of the terminology used to describe behavioral interventions (e.g., “use of force,” “physical and mechanical restraint,” “physical intervention,” “mechanical intervention,” “four-point restraint,” “suicide intervention”), YSA should submit written policies and procedures involving any such incident and should clearly outline the criteria for using such interventions. **Under no circumstances is an intervention justifiable as punishment.** The written policies and procedures should include guidelines for ensuring that a juvenile is examined by a physician, physician assistant, nurse, or other designated medical personnel following such incidents. YSA’s written policies and procedures should be reviewed and approved by a doctoral-level psychologist and physician to ensure that proper protocols are in place.
- F. Written policies and procedures are to be included in the Operation’s Manual. No chemical agents are to be used on juveniles or stored in or near a juvenile offender housing area, or any other areas where juveniles may be present.
- G. YSA is prohibited from using firearms, chemical agents, and peer-assisted restraints.
- H. YSA should provide for regular searches of the facility and juvenile offenders to control contraband. A system will be established to ensure that contraband is properly disposed of, or properly marked and stored as evidence. Documentation of these searches is to be maintained for one year.
- I. YSA should provide written policies and procedures that provide for manual or instrument inspection of body cavities, or pat searches. Body cavity searches must only be conducted upon authorization of the CEO, and are to be conducted in private by trained health care personnel only. YSA must ensure that policies and procedures are reviewed for appropriateness by a doctoral-level psychologist and physician prior to its implementation on juvenile offenders, male and female.
- J. YSA should have a documented quality control plan in place which ensures that the facility’s security systems are operable at all times. Facility inspections should be documented and available for review.
- K. YSA should provide written policies and procedures outlining a plan of action in the event of an escape, major disturbance, threats, adverse weather, or any incidents requiring mass evacuation. These plans are to be made available to all staff and reviewed and updated at least annually.

SUPERVISION OF JUVENILE OFFENDERS

YSA's policies and procedures should specify a strategy for the **Direct Supervision** of juveniles that is different from supervision offered to adults. YSA is to recognize that the main difference is found in the lower ratio of staff to juveniles.

- A. The responsibilities of Direct Supervision staff involve more observation, interaction and counseling with juveniles. Therefore, no offender or group of juvenile offenders is to be given control or authority over other juvenile offenders. As stated previously, peer-assisted restraints are prohibited.
- B. YSA should provide written policy that ensures that the Facility Director or Designated Facility Administrator documents weekly visits to the facility's living, security, educational, infirmary (if applicable), and structured activity areas.
- C. YSA should be responsible in ensuring that all staff are kept informed of written policies and procedures pertaining to the safety of the public, juveniles, staff, mentors and volunteers.

JUVENILE OFFENDER DISCIPLINE

YSA should refer to **Part 3, Section C and E, American Correctional Association Standards for Training Schools** and the **Juvenile Justice Delinquency and Prevention Act (1974)**, the **Civil Rights of Institutionalized Person's Act (CRIPA)**, and **YSA Prohibited Acts** for additional guidance. YSA's written policies and procedures regarding juvenile discipline must clearly define the differences between an offender's privileges and basic constitutional rights guaranteed by the United States Constitution. YSA should balance public protection, victim awareness and juvenile accountability. Written policies and procedures should address Rules and Discipline, Criminal Violations, Disciplinary Reports, Disciplinary Hearings, Hearing Decisions and Appeals Process.

- A. Although YSA may impose a system of graduated sanctions for rule violations by juveniles, written policies and procedures must ensure that corporal punishment as a means for juvenile discipline is strictly prohibited. A graduated sanctions disciplinary system requires that the discipline be proportional to the violation committed. For minor rule violations, such sanctions may range from a verbal and/or written reprimand, to a loss of privileges, to room restriction. Placement in a secure unit may be warranted for major violations. Serious and/or chronic acts of aggression toward self or others may require placement in a self-contained special management housing unit. Regardless of the violation committed by a juvenile offender, "repetitive make-work," "neglect", "segregation without cause", "food deprivation" and improper physical and mechanical restraint of juvenile is prohibited. The use of any chemical agent on juveniles is prohibited. YSA's Juvenile Discipline Policy should be included in the facility's Operations Manual.

- B. YSA should provide a copy of the contractor's Rules of Conduct to each new juvenile offender upon arrival at the facility. This should be documented. A translated copy of the Rules of Conduct should be provided to non-English speaking juveniles.
- C. YSA should submit written policies and procedures ensuring the following are included:
- Guidelines for rewarding positive behavior
 - Guidelines for addressing and resolving minor, major and serious juvenile misbehavior
 - Guidelines for informing the juvenile of sanctions and providing an opportunity to respond to allegations
 - Guidelines for the use of room restriction, secure unit and special management housing
 - Guidelines for allowing all juvenile to write statements involving special incidents
- D. YSA should provide written policies and procedures regarding disciplinary reports. If YSA utilizes a graduated sanctions approach, a distinction must be made between major and minor rule violations, privileges and constitutional rights. It is the responsibility of YSA to ensure that "due process" requirements are an integral part of the sanctions process. In cases where a juvenile is placed on room restriction, as a result of a minor rule violation or as a "cooling off period," the time period must not exceed one hour in an unlocked room. A juvenile charged with a major violation may be referred and assessed for possible placement in a secure unit. In major violation instances, the juvenile must receive a written copy of alleged rule violation within 24 hours of the incident. In such cases, a juvenile may be confined to a secure unit for a period up to 24 hours. Within the 24 hour period, all juveniles must be seen by a licensed psychologist or psychiatrist, and a physician to ensure behavior is not the result of mental illness or a medical condition. If confinement goes beyond 24 hours, it is the responsibility of the facility administrator to review this continued confinement every 24 hours. Placement in the secure unit normally should not exceed five consecutive days. If confinement is required beyond five consecutive days, the facility administrator must provide written justification for continued confinement, ensure the juvenile is seen by a licensed psychologist or psychiatrist, and physician to ensure that the continued behavior is not a result of mental and/or medical health deterioration. When a juvenile has been charged with a serious and/or chronic act of aggression toward self or others, placement in a special management housing unit may be considered to ensure the safety of the juvenile, other juveniles, and to maintain the security of the facility. Staff observation in all instances is required.
- E. YSA should provide written policies and procedures regarding disciplinary hearings. At a minimum, the policy should provide that a juvenile charged with a major rule violation is scheduled for a disciplinary hearing as soon as practicable, but no later than seven days after the alleged violation, excluding weekends and holidays.

- F. YSA should provide written policies and procedures regarding the disciplinary hearing process. The disciplinary hearing should be conducted by an impartial person or panel of persons. YSA should ensure that a record of the entire hearing process is made and maintained for at least six months. The following guidelines should be included in the policy:
- A disciplinary hearing may be held within 24 hours of the alleged incident with the written consent of the juvenile.
 - The juvenile should have the opportunity to be present at his/her hearing, unless he/she waives that right in writing or his/her behavior does not allow for his/her presence. In all cases, the reason for the absence from the hearing should be documented.
 - The juvenile should have the opportunity to make a statement and present documentary evidence at the hearing. He/she may request witnesses on his/her behalf. Denied requests should be stated in writing.
 - The juvenile should have the opportunity to request the services of any staff member to represent him/her at the disciplinary hearing and to question relevant witnesses.
- G. YSA should submit written policies and procedures that document the results of all disciplinary hearings involving juvenile offenders. The recorded proceedings, along with the supporting documentation, should include the decision, the disposition, and summary of the findings.
- H. YSA should submit written policies and procedures that grant juveniles the right to appeal decisions of the disciplinary committee to the Facility Administrator or designee. Juveniles have up to 15 days after the receipt of the hearing decision to submit an appeal. The appeal should be decided within 30 days of its receipt, and the juvenile is promptly notified of the results.
- I. Regardless of the terminology used to describe the separation of juveniles from general population and their placement into special housing (i.e., “security,” “special housing unit,” “disciplinary segregation,” “segregation”, “crisis prevention unit”), YSA should submit policies and procedures that outline the criteria for their removal and reintegration back into the general population. In cases where juveniles present serious, chronic, and/or high-risk assaultive behavior that present a high level of danger to themselves or others, a YSA may consider the use of a special management unit which separates the juvenile from the general population and allows for more individualized attention over a longer period of time in an effort to achieve a correctional objective. Therefore, such housing, whether it is designated as a secure and/or special management housing should not occupy the same living, educational, visitation, or other structured activity space that will disrupt the activities of the

general population. Policies related to the use of special management housing must include provisions for the following:

- An immediate referral for placement in special management housing may be initiated by the facility administrator or shift supervisor when necessary to protect the juvenile from self or others. The placement in special management should be reviewed within 72 hours by the appropriate authority.
- An Interdisciplinary Treatment Team which develops a Special Behavior Management Program Plan that encourages self-discipline through a behavior modification system of rewarding positive behavior.
- The time a juvenile spends in special management housing is proportionate to the offense committed and the juvenile's progress in achieving goals and objectives.
- Juveniles in special management housing should be checked by staff at least every 15 minutes and should be visited at least once each day by administrative, clinical, social work, and medical personnel, and spiritual leaders.
- A log is maintained to document who authorized the special management housing confinement, persons visiting the juvenile, the person authorizing release from security confinement, and time of release.
- Juveniles in special management housing should have a room, food, clothing, exercise, education, medical, psychological and other services comparable to juveniles in general population. Where such services are denied, the facility should provide written justification.

ADMINISTRATIVE REMEDY PROCEDURES

YSA should submit written policies and procedures that provide for "grievance resolution" or "administrative remedy" in response to a juvenile's concerns. YSA should reference to the **Part 3, Section D of American Correctional Association Standards for Juvenile Training Schools**, as a guide for ensuring that juveniles are aware of their right to formally present their issues of concern to the facility director and the appropriate YSA staff for formal or informal resolution within the time frames outlined in ACA standards.

REFERRAL AND INTAKE PROCESSING

YSA should have written policies and procedures governing referral and intake of juveniles. For guidance on the proper intake and orientation process, YSA should reference: **Part 5, Section A, American Correctional Association Standards for Juvenile Training Schools; Juvenile Justice and Delinquency Prevention Act.** YSA must adhere to applicable DC and federal laws in maintaining the confidentiality of any information gathered, to include:

- Appropriate notifications
 - Transfers
 - Execution of the Judgment and Commitment (J & C) Order
 - Juvenile case files
 - Juvenile fingerprinting and photographing
 - Initial Intake Form
- A. YSA must execute the Judgment and Commitment (J & C) Order upon arrival of juvenile committed directly from court to serve a sentence. YSA should retain a copy in the juvenile's file.
- B. Fingerprints and photographs of a juvenile should be taken and forwarded in accordance with YSA practices.

SERVICES

YSA should submit written policies and procedures regarding the delivery of services to juvenile offenders and should reference **Part 4, Sections A and C, American Correctional Association Standards for Training Schools.** For further guidance in addressing service delivery.

- Health Services Manual (HSM)
- Psychiatric Treatment and Medication
- Health Promotion and Disease Prevention for Inmates
- Infectious Disease Management
- Pharmacy Technical Reference Manual
- Suicide Prevention Program
- Psychology Services Manual

A. Food

1. YSA must ensure that juveniles are provided three nutritionally balanced meals per day, seven days per week, 12 months per year, at no cost to the juvenile. Food preparation is the responsibility of the contractor, not the juvenile.
2. YSA must ensure appropriate food service management through its own food service program or through a subcontract with a food service provider. If YSA contracts meal service, a copy of their contractual agreement should be provided to YSA with the following information:
 - Evidence the establishment is a full-service organization, capable of providing breakfast, lunch, and dinner meals.
 - Evidence the establishment has a valid state or local license, certificate or permit, as applicable, to operate, prepare and/or serve food.
 - Evidence the establishment meets all state and/or local sanitation and health codes.
3. YSA should submit written policies and procedures that ensure that a registered dietician or nutritionist reviews on an annual basis and approves the nutritional value of the menu. All meals must meet the **Recommended Dietary Allowances** and the **Dietary Guidelines** as set by the current version of the **American Dietetic Association**. The approved menu should be appropriately posted.
 - Provisions should be made to accommodate juveniles who are not available at regularly scheduled meal times.
 - Arrangements for special diets required by religious preference, a physician or dentist must be provided on an as-needed basis.

If YSA prepares its own food for service, the facility should employ a full-time food service manager experienced in food service management. This employee should have the resources, authority, and responsibility to provide the facility complete food service while ensuring compliance with all federal, state and local licensing, attire, fire safety, sanitation, inspections and food handling requirements.

B. Medical, Mental and Dental

1. YSA must provide access to the full range of required health, medical, dental, mental health, pharmaceutical, and record keeping services for all federally sentenced juvenile offenders. Reference is made to the current edition of **National Commission of Correctional Health Care's Standards for Health Services in Prisons, Part 4, Section C, American Correctional Association Standards for Juvenile Training Schools**. YSA is to submit policies and procedures that include the following requirements:

- Provisions that all juveniles receive an initial medical and mental health screening within 24 hours of arrival at the facility.
 - Provisions that all juveniles receive a complete physical and mental health examination within 14 days of arrival at the facility.
 - Provisions that all direct care staff at the facility are trained in emergency first aid procedures, including cardiopulmonary resuscitation (CPR).
 - Provisions with a licensed general hospital, private physician or clinic that ensures emergency medical and psychiatric services to juveniles, 24 hours a day seven days a week, 12 months a year.
 - Provisions for sick call to be conducted seven days a week, 12 months a year.
 - Provisions for 24 hour staff supervision for federal juvenile offenders if they are confined to hospitals for treatment.
 - Provisions for Human Immunodeficiency Virus (HIV) education program for staff and juveniles.
2. YSA must provide mental health services for juvenile offenders in need of such services. Such services should include, but should not be limited to psychologists, psychiatrists, and other mental health professionals who meet educational and licensed/certification criteria specified by their respective professional discipline.
3. Suicide Prevention and Intervention: In consultation with the facility's qualified mental health professional, an approved comprehensive suicide prevention and intervention plan must be submitted in response to the request for proposal. This suicide prevention plan must reference policies and procedures for providing staff with guidelines for the management of potentially suicidal juvenile offenders 24 hours a day, seven days a week, 12 months a year. At the very minimum this plan should include:
- Provisions for pre-service and annual training of all staff in identifying potentially suicidal juvenile offenders and implementing appropriate interventions.
 - Procedures that will ensure that properly trained staff provides direct and continuous observation and supervision of all juveniles on "suicide alert," "one on one," or "suicide watch". **Under no circumstances will a juvenile assume this responsibility.**
 - The comprehensive suicide prevention and intervention plan must be included in the facility's Operations Manuals. It is the responsibility of YSA to review, at a minimum, once a year, the facility's policies and procedures on suicide prevention and intervention.
4. It is the responsibility of YSA to ensure that written policies and procedures, which have been duly reviewed and approved by a psychologist and physician, describe guidelines for the use of all forms of restraints, cavity searches, special housing, and suicide prevention and intervention.

5. It is the responsibility of YSA provide routine and emergency dental care and hygiene under the direction of a licensed dentist. All dental personnel providing services must be licensed, registered, or certified as required by federal and state law.

C. **Mail**

1. YSA should submit written policies and procedures governing juvenile offender correspondence which incorporate the requirements for **Special Mail**. YSA should also reference **Part 5, Section H, American Correctional Standards for Juvenile Training Schools** for additional guidance.
2. There is no limit on the volume of mail a juvenile offender may send or receive, except where there is clear and convincing evidence to justify such a limit.
3. Incoming and outgoing mail will not be held in excess of twenty-four (24) hours, except on weekends and holidays.
4. Inspection of juvenile offender mail to intercept cash, checks, money orders and contraband will be performed. If contraband is seized, a receipt identifying the item seized will be given to the sender and the addressee. Cash or money orders will be deposited in the juvenile's account and the juvenile will be notified.
5. Written policy and procedures should govern the disposition of juvenile offender contraband.
6. Juvenile offenders should be permitted to send sealed letters from the facility.
7. Written policy and procedures will be in place to ensure that, once the juvenile offender has been released or transferred, all mail is forwarded to the new address. Mail will not be returned to the sender.
8. YSA should provide the postage for mailing letters to enable the juvenile to maintain community ties and legal matters.

JUVENILE OFFENDER RIGHTS

YSA should submit policies and procedures that preserve facility safety and protects the constitutional rights of juveniles. Reference is made to **Part 3, Section D, American Correctional Association Standards for Juvenile Training Schools** as a guide in addressing the following key essential elements and guarantees that all juvenile offenders will have:

- A. Full access to the courts without reprisals or penalties in seeking judicial relief.

- B. Access to attorneys, to include confidential contact by telephone, uncensored mail and visits.
- C. Access to legal assistance from law library facilities or from persons with legal training.
- D. Access to writing materials and supplies and other services related to legal matters.
- E. Protection from personal abuse, corporal punishment, personal injury, disease, property damage, and harassment.
- F. Access to recreational opportunities, including outdoor recreation.
- G. Reasonable freedom in personal grooming.
- H. The right to practice their religion, subject only to the limitations necessary to maintain facility security and order.
- I. Visitation, subject only to the limitations necessary to maintain facility security and order.
- J. The right to correspond with persons or organizations subject only to the limitations necessary to maintain facility security, order, and the prevention of further criminal activity.
- K. Equal access to programs and services for male and female juveniles in co-correctional facilities.
- L. Reasonable access to the general public through the communications media, subject only to the limitations necessary to maintain facility order and security and protect the juveniles' rights.

CASE MANAGEMENT

YSA should submit written policies and procedures that address Intake, Orientation and Assessments. YSA may reference **American Correctional Association Standards for Training Schools**, specifically **Part Five, Sections B and C**. Additionally, the contractor should ensure that the following guidelines are followed:

- A. It is required one case manager for every 25 juveniles. Case management staff will review file materials and conduct an in-person interview on all commitments to determine:
 - 1. Appropriate commitment - to determine proper execution of Judgement & Commitment Order.
 - 2. Security assessment - to determine appropriate placement. A custody review will be performed in all questionable cases, and the results promptly referred to the CCM.

3. Medical/Mental/Dental/assessment - to determine immediate and long-term needs.
- B. YSA should provide each offender with a program orientation and a handbook that outlines at least:

- programmatic expectations
- mail
- visitation
- program description
- grievance procedures
- telephone
- facility sanctions

The facility's discipline policy will be discussed with each juvenile offender, and the juvenile offender will sign for receipt copies of the Prohibited Acts and Rules and Regulations.

- C. YSA should submit written policies and procedures that complies with the DC requirement that a complete assessment of each juvenile be conducted within two weeks of the juvenile's arrival at the facility. The assessments are to serve as the basis for the development of an Individual Program Plan (IPP). Each juvenile should be assessed by properly trained and qualified staff using appropriate assessment instruments to determine treatment needs. Assessments and Individualized Program Plans should particularly address the needs of juveniles with histories of:

- Learning disabilities
- Physical disabilities
- Substance abuse
- Chemical dependency
- Sexual and physical abuse
- Mental illness
- Sex offenses
- Violent offenses
- Mental retardation
- Emotional disturbance
- Neglect
- Gang involvement
- Fire setting
- Animal cruelty

- D. In cases of learning disabilities, YSA is to ensure that an Individualized Educational Plan (IEP) is incorporated into the juvenile's Individualized Program Plan, in accordance with the requirements of the **Individuals with Disabilities Education Act**. Each IEP should, at a minimum, include:

- Annual goals. These statements are to include measurable goals that are developed in light of both the juvenile's abilities and disabilities.
 - Instructional methodology. To assist teachers in identifying effective teaching strategies.
 - Least Restrictive Environment. To "main stream" juveniles into a regular classroom setting.
- E. YSA should ensure that, whenever possible the juvenile, counselor, parents and/or guardians are involved in the development and review of the Individualized Program Plan.
- The Individualized Program Plan should include short-term and long-term treatment objectives that not only meet the needs of the juvenile, but also address public protection, juvenile accountability, victim awareness, and the acquisition of skills that will contribute to the reduction of future delinquent or criminal behavior.
- F. YSA should ensure that a juvenile's progress is reviewed with him/her at least every two weeks and that quarterly Progress Reports are prepared and maintained in Juvenile file. Quarterly progress report should document the juvenile's participation in programs. A copy of each progress report will be signed by the juvenile and YSA's representative (including title). At a minimum, these quarterly progress reports should discuss:
- Individualized Program Plan
 - Objectives/goals
 - Program compliance/re-assessments
 - Incident reports
 - Amenability to treatment
 - Health
 - Release/community reintegration
 - Family visitation
- G. Although juveniles in secure juvenile facilities do not have unsupervised access to the community, YSA should approve a juvenile's involvement in any activity outside the secure perimeter.
- H. YSA must provide appropriate safeguards and locked fireproof file cabinets for juvenile files, and should abide by the requirements regarding the disclosure of juvenile records.

PROGRAMMING OF JUVENILES

YSA should submit written policies and procedures that meet the 's requirement that each juvenile in custody receive quality programming. YSA should reference all sections in **Part 5, American Correctional Association Standards for Juvenile Training Schools**, for guidance and direction.

- A. The amount of time devoted to individual activities is to be determined by the Individualized Program Plan. Formal programming should be meaningful, measurable, and responsive to the educational, cultural, emotional, physical, and spiritual needs of the unique juvenile offender population. The formal programming of juveniles be provided by trained and qualified staff. All programs, services, and opportunities must be provided without discrimination on the basis of race, creed, or national origin. To the extent possible, the programs should be culturally sensitive and present programs and activities specific to the unique needs of each ethnic group in the population.
- B. Regardless of the terminology used to refer to the “Individualized Program Plan”, “Individualized Treatment Plan”, “Individualized Case Plan”, “IPP” or “ICP”, the elements of such programming should be written, should be individualized, and should include short-term and long-term objectives which are realistic and achievable. The IPP should be reviewed regularly and updated as objectives are completed. YSA is to ensure that all information obtained as a result of a juvenile’s intake, orientation and assessments is incorporated into a formalized Individualized Program Plan that addresses, at minimum the following:
- Education
 - Vocational Training
 - Independent Living Preparation
 - Specialized Treatment Goals and Objectives
 - Counseling and Psychological Services
 - Structured Recreational Activities
 - Religious Services
 - Cultural Services
 - Financial Responsibility
- C. Educational activities for juvenile offenders should include, but should not be limited to, formal education at the appropriate level, whether it be elementary, secondary, college or General Equivalency Development (GED) preparatory classes.

All juveniles who are younger than the state mandated compulsory education age must be in enrolled in a school program.

The educational program will provide each enrolled juvenile with a minimum of four hours of school each week day, 12 months per year. Education must be provided in an environment that is conducive to learning by teachers who have the appropriate credentials and/or licensing. Correspondence courses for juveniles with post high school level education should be made available on a case-by-case basis.

YSA will provide library services that, at a minimum, contain:

- Reference materials for completing classroom assignments

- Reference materials for legal matters
- Educational newspapers, magazines, novels and materials for pleasure reading
- Inter-library resources

An internal audit/evaluation will be conducted yearly to determine the effectiveness of the educational program.

- D. Vocational training should be provided to juveniles who satisfy the educational age requirement and criteria for certification in a particular vocation. Emphasis should be placed on preparing the juvenile for future employment. Vocational training may be integrated into a juvenile's educational plan.

In assessing the vocational training programs to be offered, YSA should consider the local, regional and national job market and provide training in areas where skilled workers are in demand.

- E. YSA should provide an Independent Living Preparation course for juveniles who meet the educational requirements. This course may supplement other educational opportunities, but should not be considered a substitute for formal education, especially for juveniles who are required to attend school due to the mandatory school age. The course should consist of training modules that will prepare the juvenile to make the transition to the community and adulthood. Modules should enable juveniles to acquire various skills, and should include, but should not be limited to:

1. A Career Development Module to prepare juveniles to enter the world of work. In order for that goal to be achieved, each juvenile needs to participate in a job readiness program. At the very minimum this module should teach the following skills:

- An introduction to the world of work
- General employment skills
- Resume preparation
- Completion of job application
- Interviewing techniques
- Job offer assessment

2. A Money Management Module to promote personal financial responsibility. This module should include, but should not be limited to, the following skills:

- Introduction to math fundamentals
- Instruction on maintaining checking and savings accounts
- Teaching how to establish and maintain a budget
- Introduction to thrifty spending techniques

3. A Health Education Module to teach the juvenile the essentials of nutrition, stress management and physical fitness. At a minimum, this module should teach the following skills:
 - Meal preparation
 - Consumer education
 - Stress Management
 - Maintaining healthy lifestyle
 - Seeking self-help groups
 4. A Cognitive Skills Module to prepare the juvenile to interact with others in the community setting. This module should teach the following:
 - Pro-social values and behavior
 - Anger management
 - Conflict resolution
 - Communication
 - Emotional self-control
 5. A Crime Victim Awareness Module designed to focus on victim empathy through activities that demonstrate the psychological harm crime victims experience.
 6. A Parenting Skills Module to prepare juveniles to accept responsibility for their present or future role as a parent, and as role models for others. At a minimum, this module should teach the following:
 - Sex education
 - Child development and care
 - The effects of separation on children
 - Appropriate parental discipline
 - Planning family activities
 - Child and parental interaction
 - School requirements for children
 - Marriage enrichment
 7. A Gang Awareness module to enable juveniles to return to a community setting and avoid involvement in gang activities or affiliations. This module should provide the juvenile with skills necessary to resist gang recruitment efforts and to depend on problem solving techniques.
- F. YSA should provide a substance abuse education for all juvenile offenders. Substance abuse education is not a substitute for chemical dependency treatment. Although videos may supplement the educational aspects, it is not considered a substitute for actual instructor/juvenile interaction and discussion.

- G. YSA should provide Chemical Dependency Treatment to juveniles whose assessment and/or clinical interview by a licensed chemical dependency counselor indicate a need for this treatment. The Chemical Dependency Treatment program should consist of group, individualized counseling, and drug testing, as deemed necessary by the licensed counselor. At least one hour of group counseling and one hour of individual counseling per week should be mandatory for juvenile offenders who are diagnosed as chemically dependent as a result of a clinical interview and/or assessments. At a minimum, therapists working with chemically dependent juveniles should be a Certified Addictions Counselor. Para-professionals with appropriate training and experience may be utilized, provided they are under the supervision of a professional counselor. Records should be kept of all sessions. If the counseling is provided by someone other than YSA staff, YSA should maintain documentation (e.g., copies of paid invoices) to verify that services have been rendered.

YSA should maintain a urine surveillance program which complies YSA policy to detect and deter illegal drug use.

- H. YSA must provide Counseling and Psychological Services that are consistent with the needs of each juvenile based on assessments and/or a clinical diagnosis by a licensed therapist. A juvenile's Individualized Program Plan should address treatment needs in addition to a treatment plan that outlines how those needs are being met for juveniles who are in need of:

- Chemical Dependency Treatment
- Sex Offender Treatment
- Treatment for Emotional Disturbance
- Violent Offender Treatment
- Treatment for Mental Illness

Individual and family counseling should be made available to all juveniles, their families, and significant others, if feasible. Counseling should be provided by qualified professionals who have the appropriate state license, if such is required. The counseling staff should be able to obtain additional consultation services when the need arises.

The facility should have resources available in the community to assist counseling staff and to receive referrals for assessments when needed.

Staff should be sensitized to and trained in dealing with issues of juvenile sexual, emotional, and physical abuse. Counseling staff should incorporate abuse issues into counseling sessions.

- I. YSA should provide structured recreational activities which may include, but are not limited to:

- Supervised indoor and outdoor sports
- Supervised table games
- Supervised hobby crafts

- J. YSA must provide religious services and activities for the juvenile offender population, subject only to the limitations necessary to maintain facility order and security. Provisions should be made to accommodate all universally recognized religions, and to afford access to appropriate facilities, members of the clergy, Native American medicine men or spiritual advisors, publications and religious symbols, and/or opportunities to adhere to dietary, holy day, and other requirements of various faiths. Such provisions should include accessible and private space for spiritual leaders and religious consultants to conduct pastoral counseling with juvenile offenders.
- K. YSA must provide opportunities for all juveniles to participate in cultural activities in an effort to enhance their self-image and increase their cultural knowledge (e.g. Native Americans). Such opportunities should increase their awareness and appreciation for their own cultural heritage and the cultural heritage of others.

RECORDS AND REPORTS

YSA should submit written policies and procedures that dictate the confidential management of juvenile offender case records and the reporting of serious incidents. Reference should be made to **Part 1, Section E, American Correctional Standards for Juvenile Training Schools.**

- A. These records will include:
- Initial intake information
 - Medical records, when available
 - Signed release of information form
 - Rules of residence and disciplinary policy, signed by the juvenile offender
 - Sentence computation data
 - Documented legal authority to accept the juvenile offender
 - Referrals to other agencies
- B. YSA should establish procedures to limit access to records to persons and public agencies that have both “a need to know” and “a right to know” and can demonstrate that access to such information is necessary for juvenile justice purposes. Written guidelines should regulate juvenile access to records.
- C. YSA must ensure that case records are safeguarded and regularly inventoried.
- D. The juvenile offender will sign a "Release of Information Consent Form" prior to the release of information, and a copy of the signed consent form will be maintained in the individual's case record.

ESCAPES, DEATHS, and SIGNIFICANT INCIDENTS

YSA should submit policies and procedures that allow for the immediate notification in the event of an escape or death. The notification list should include parents/guardians and authorized personnel. YSA is to reference **Part 3, Section B, American Correctional Association Standards for Juvenile Training Schools.**

RELEASE FROM SERVICE OF SENTENCE

YSA should submit policies and procedures for preparing juveniles for release back into the community and should reference **Part 5, Section I, American Correctional Association Standards for Juvenile Training Schools.**

SEXUAL ABUSE/ASSAULT PREVENTION AND INTERVENTION

A. GENERAL DEFINITIONS. Sexual abuse/assault affects both juvenile offenders and correctional employees, and has an adverse impact on the orderly running of correctional facilities.

Sexual abuse/assault/misconduct is defined as verbal or physical conduct of a sexual nature directed toward a juvenile offender by another juvenile offender, a staff member, an agent, or a volunteer of a corrections agency, department or private organization. Sexual misconduct by corrections staff against a juvenile offender must be prohibited by policy. Sexual misconduct, as it relates to juvenile offenders, is any sexual advance, welcome or not, by a juvenile offender, staff member, agent or volunteer of a corrections agency, department or private organization. It is illegal and a violation of law.

B. RESPONSIBILITIES. The contractor should develop and implement a comprehensive staff training program addressing the facility's sexual abuse/assault prevention and intervention program. Written policy, procedure, and practice should provide that all staff receive such training during pre-service training, and on an annual basis as part of the facility's in-service training plan.

YSA should develop and make available to all juvenile offenders an education program which addresses the subject of sexual abuse/assault. The educational program should include topics such as: recognizing behaviors that are inappropriate, harassing, or assaultive; how to seek protection; privacy rights; medical and psychological programs for victims of abuse; how to make confidential reporting of sensitive issues to facility staff and local law enforcement.

YSA is to establish local intervention protocol that offers the juvenile offender immediate protection from the assailant.

YSA should have in place procedures which assure a medical examination, and counseling by a clinical psychologist within 24 hours of the incident.

JUVENILES UNDER SUPERVISION

YSA should develop a plan that will address the process for the intake and release of juvenile in custody as a condition of probation. The following issues are addressed during the juvenile's custody period:

- Individualized Program Plan
- Request for Medical/Mental/Dental Services
- Special Incidents
- Quarterly Reports
- Progress Reports
- Subsistence
- Release Plans
- Instructions from the Court
- Costs for Services
- Visitation

RESEARCH AND EVALUATION

All DC sentenced juvenile offenders are placed in YSA programs, therefore, it is the responsibility of YSA to generate and gather data for research and evaluation purposes. YSA should be aware of the confidentiality requirements, which prevents the release of information to unauthorized persons. YSA should reference **Part 1, Section F** and **Part 4, Section C of American Correctional Association Standards for Juvenile Training Schools** in submitting written policies and procedures that establishes the facility's system(s) for juvenile participation in research, information storage and retrieval, master indexes, daily reports, evaluation, and research. Additionally, YSA staffs are considered instrumental in identifying information needs, and should be consulted when policies and procedures require changes.

INSPECTIONS

YSA should submit policies and procedures that ensure that the performance of services is in accordance with this Programmatic Approaches Subcommittee. Reference is made to **all sections in Part 2, and Part 4, Sections A and B, American Correctional Association Standards for Juvenile Training Schools** for guidance and direction.

- A. The department of YSA will establish a monitoring schedule consisting of announced and unannounced visits that focus on service delivery and requirements. The results of these monitoring visits are to be brought to the attention of the facility's Director/CEO through a narrative monitoring report.
- B. The monitoring report contains the results of the inspection and identifies deviations as findings.

1. Findings are defined as violations of Programmatic Approaches Subcommittee.
 2. Recommendations are defined as direction, guidance and suggestions in areas in need of improvement, but are not violations.
- D. Additionally, the monitoring report notes the desired corrective action for each finding, or repeat finding. Upon receipt of the report, the facility administrator/CEO is responsible for drafting a response to be forwarded to the subcommittee within the time frame specified. The response should note corrective action taken and/or in the event constraints are identified, will establish a realistic time frame for completion of corrective action.
- E. The Subcommittee "closes out" monitorings by letter when YSA's written response has indicated all deficiencies have been corrected, or acceptable plans with appropriate time frames have been outlined to correct deficiencies.